

OECD Conference
Higher Education in Cities and Regions.

Higher Education Strategy for the Next Decade. Responsive and Inclusive Institutions
For Stronger, Cleaner and Fairer Regions
10-11 February, Seville

Maria Helena Nazaré
Vice President of the European University Association
Former Rector Universidade de Aveiro, Portugal



universidade de aveiro
theoria poiesis praxis

OECD Conference
Higher Education in Cities and Regions.

National and regional context



Political and administrative: 5 + 2 regions, 18 districts. Limited autonomy from central government. Ex: Education, Health and Justice.

Population: 11 million. Regional centre: 2.3 million (750.000 in the Aveiro district, representing a growth of 15% in the last two decades, compared to 5.3% nationwide). Aveiro features younger population than Portugal in general.

Economy: The regional centre represents 20% of the national GDP. Major sectors include tourism, ceramics, food, electronics & telecommunications, shoes, automobile parts and metalmechanics. Regional economy is dominated by SMEs (more than 98% of firms have less than 10 workers); a few multinationals and. The Aveiro lagoon (Ria de Aveiro) is of great importance in the economy of the region.

Higher education: Binary system: 5 publica and 40 private universities and 20 public + 61 private polytechnics. In 2008-09, 373 002 HE students in HE (282 432 in public and 90 809 in private HEIs). 1.4% of GDP was invested in HE (2006).

PORTUGAL; AVEIRO





universidade de aveiro
theoria poiesis praxis

DOOMED to FAILURE?!

The University of Aveiro (UA) (est. 1973) is located between two of the most prestigious Portuguese universities, the 800 years old Coimbra University (50 km to the south) and the University of Porto (100 km to the North). Even with an expanding system, 37 years ago the beginnings were not promising.

In 2010/2011, UA is a highly reputed university which integrates university departments and polytechnic schools with excellent performance in research. In 2009/2010 UA had 13 737 students.



Regions and Universities shown on the map:

- Minho
- Porto
- Aveiro
- Coimbra
- Lisboa (UTL, UNL, Aberta)
- Évora
- Algarve
- Açores
- Madeira

Logo: universidade de aveiro
theoria poiesis praxis

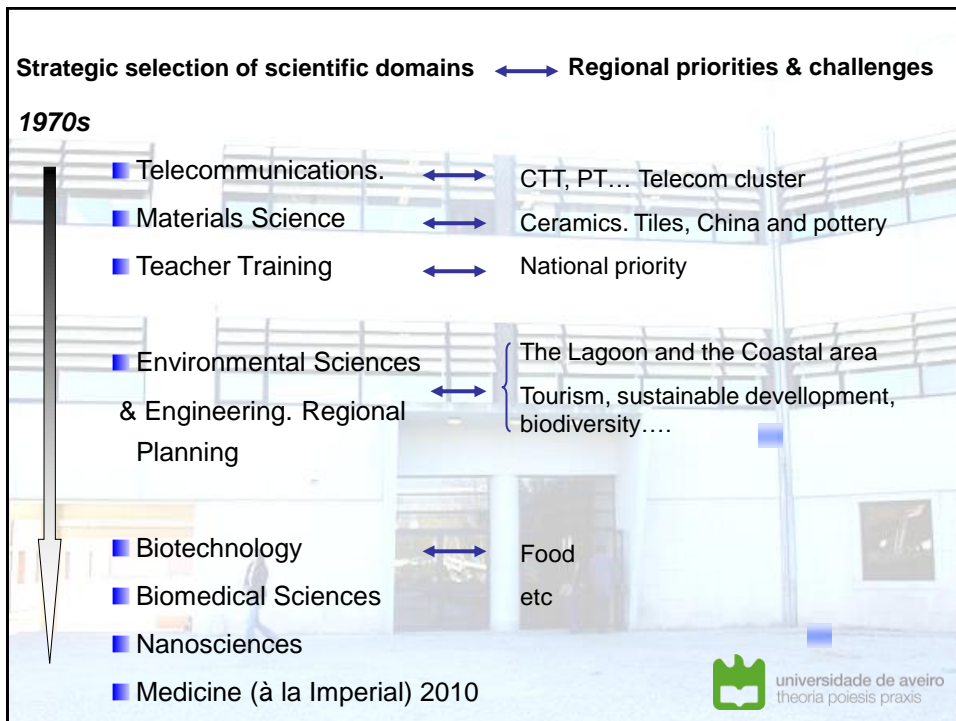
OECD Conference

Higher Education in Cities and Regions

Turning Threats into Opportunities

- A strong commitment to research, revamped educational offer aligned with regional needs, a strategic selection of scientific domains
- Close involvement of external partners since the very beginning (links with the industry and definition of curricula), lobbying, high level commitment to the region.
- In order to have capacity to rapidly respond to challenges and opportunities, the university has developed a flat organisation **with departments, an interdisciplinary approach and a strongly co-ordinated matrix type management model**. New governance model and new juridical framework was readily adopted (2009).
- University and the region are now Partners for Life!

Logo: universidade de aveiro
theoria poiesis praxis



THE *UNUSUAL* REGIONAL COOPERATION (or avoiding competition?)

Leading the Change

❖ Binary system is appropriate but exists only on paper. Hence UA model which incorporates **University Departments and Polytechnic Schools** (1st school in 1997). Strong support from the region.

❖ In 2003 we discussed with the ME the needs of the region in terms of qualification of the work force. New legislation was passed and a programme aimed at post-secondary education was started under the leadership of the Rectorate; the programme is now run by the Polytechnic Schools. Strongly supported by the District and Municipalities (not only political but also euros!).

School of Design and Technology – ESAN.
School of Technology and Management – ESTGA. School of Health – ESSA. Institute of Accountancy – ISCAA

universidade de aveiro
theoria poiesis praxis


OECD Conference
Higher Education in Cities and Regions.

Where there is a will there is a way!

- Prerequisites for the change
- Priorities for the Decade
- Responsive and Inclusive Institution

Capacity building and institutional & regional development requires:

- A **vision** shared across the sector and the HEI plus regional involvement
- A **plan** to achieve that vision.
- Adequate **structures and funding**.
- **Governance and management** (at the system and institutional level).
- **Co-operation** with stakeholders.

 universidade de aveiro
theoria poiesis praxis

OECD Conference
Higher Education in Cities and Regions.

Priorities post-2010 & HEIs role

EU Strategy 2020_:

1. **Create value by basing growth on knowledge.**
2. **Empower people in inclusive societies.**
3. **Create a competitive, connected and greener economy.**
 - Invest in the present generation of young researchers; Promote the Knowledge Triangle; and contribute to equity, ensure quality education and be accountable to the public.
 - Provide more education to more people: build responsive and flexible HEIs.
 - Diversify provision. Support diversity.
 - Maintain the momentum in the modernisation agenda and use the Bologna reforms.


 universidade de aveiro
theoria poiesis praxis

OECD Conference
Higher Education in Cities and Regions

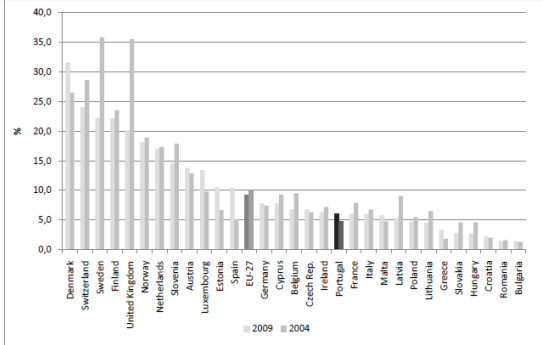
Building an Inclusive Society

LLL: The participation of the Portuguese population in the lifelong learning is still below the EU average.


- In 2009, 6.5% of population aged 25-64 years was engaged in formal lifelong education and training (EU-27 9.3%).
- In 2008, only 54.3% of the population had completed at least secondary education (EU27 average 79%).



Percentage of the population aged 25 to 64 participating in education and training (lifelong education)



Source: Eurostat, 2004-2009



OECD Conference
Higher Education in Cities and Regions

Responsive and Inclusive Institutions:

In January 2010, a national contract for the development of Higher Education between the government and all public universities and polytechnics with the to increase the qualifications of the Portuguese population (100 000 people in addition to the current graduation levels by 2013) This target represents and increase of 62.5% for universities and 37.5% for polytechnics respectively.

The partners came together once more.

The growth proposed by University of Aveiro was in areas of regional needs

University of Aveiro

